

UNITE
STUDENTS

Gender Pay Gap Report

2025





We are Unite Students

Our long-term strategy is built around creating a Great Place to Live, Work and Invest. A core part of this is ensuring that opportunity is fair, transparent and accessible to everyone. Publishing our Gender Pay Gap report each year helps us track progress, understand the challenges we still face, and stay accountable for meaningful improvement.

In 2025, we strengthened our focus on inclusion through our new company values and the ongoing work of colleague-led networks such as the Women's Network and Culture Matters. These groups continue to shape our culture and ensure that colleagues feel represented and heard.

We know there is more to do. Our gender pay gap is influenced by the representation of women in leadership and management roles. To accelerate progress, we've set an ambitious target of 48% female representation in these roles by 2030. By remaining transparent about our progress and committed to action, we're building a stronger, fairer business for the long term.

Joe Lister,
Chief Executive

Our Great Place to Work Journey

A great place to work isn't defined by what we say. It's defined by what people experience - who gets opportunities, how decisions are made, and who progresses and builds a career here.

Our gender pay gap shows we've made progress over time, and we remain below the UK average. But that's not the benchmark that matters most to us. What matters is continuing to close our own gap.

This isn't about equal pay for equal work. It's about progression - how people move through the business, and where that isn't yet consistent enough today.

We want everyone to be able to see a future here and understand what it takes to progress. That means being honest about the gaps - and fixing what sits behind them. Clearer pathways. More consistent decisions. Better visibility of opportunity.

Because closing the gap depends on changing how people progress - and that's where we're focused.

**Amy Round,
Group People Director**



Key Points

1. We do have a gender pay gap. Our median gap has increased slightly this year to 8.7%. It remains below the UK average, but we know that's not the benchmark that matters most to us. What matters is closing our own gap over time and staying transparent about where we stand.

2. Representation continues to be the main driver. We have more men in senior roles and more women in junior and frontline roles (such as housekeeping). Until our leadership and management layers reflect our overall workforce more evenly, pay gaps will persist.

3. Shifts in our Operations teams have influenced this year's results. Changes in the shape of these teams have contributed to movements in our pay and bonus gaps, particularly where senior roles (such as facilities management) remain male dominant.

4. We haven't met our target - and we're expanding our focus because of it. We set a goal of 40% female representation in senior leadership by January 2026. We reached 33%. Rather than stepping back, we're stretching further - targeting 48% by 2030 - and widening the measure to include management roles, where progression bottlenecks often begin.

5. We're taking three practical, targeted actions in 2026:

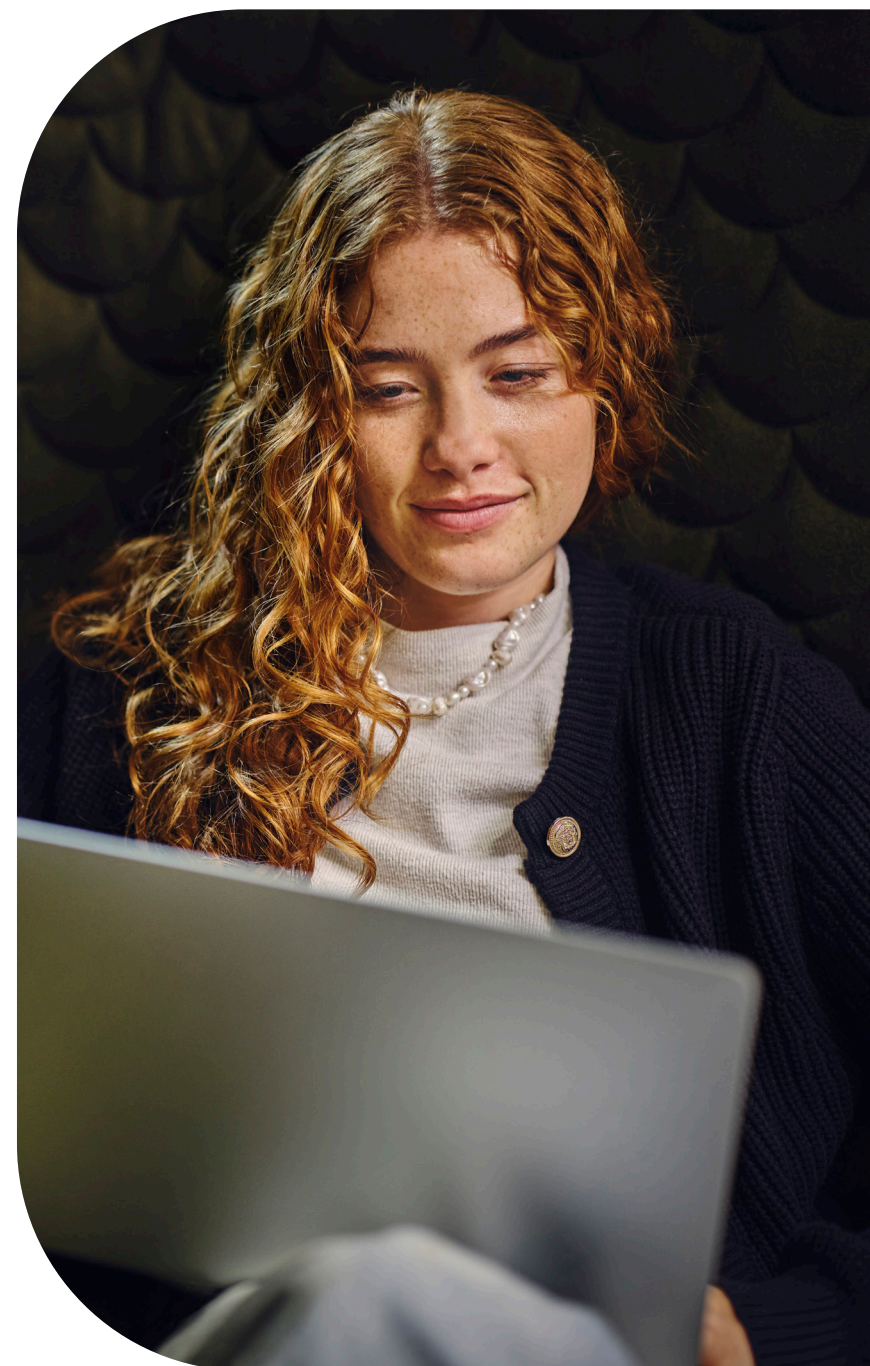
- Reviewing promotions and progression pathways in Operations, where many women start but fewer progress
- Strengthening gender balance in our senior talent pipelines
- Introducing clearer pay structures in Support roles to improve fairness

Each of these is designed to remove friction, widen opportunity and make progress that lasts - not just progress that looks good on paper.

Our 2025 Data

Our median hourly pay for women is 8.7% less than men

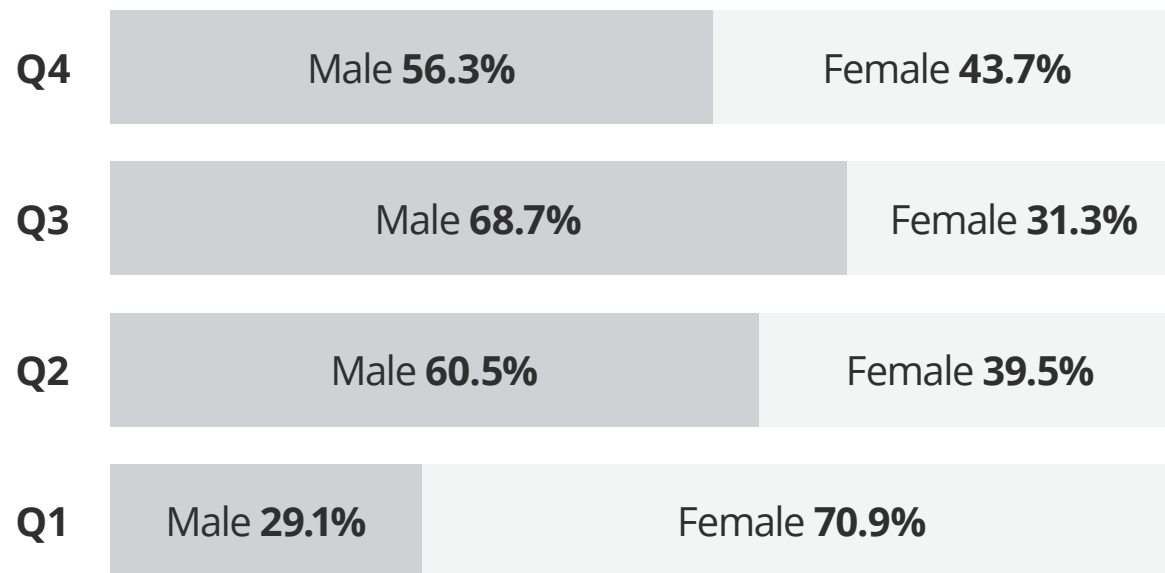
2025 pay and bonus gaps		2025
Gender pay gap	Median	8.7%
	Mean	9.6%
Gender bonus gap	Median	15.0%
	Mean	43.4%
Proportion of employees that received a bonus	Men	84.2%
	Women	84.4%





Our 2025 Data (Continued)

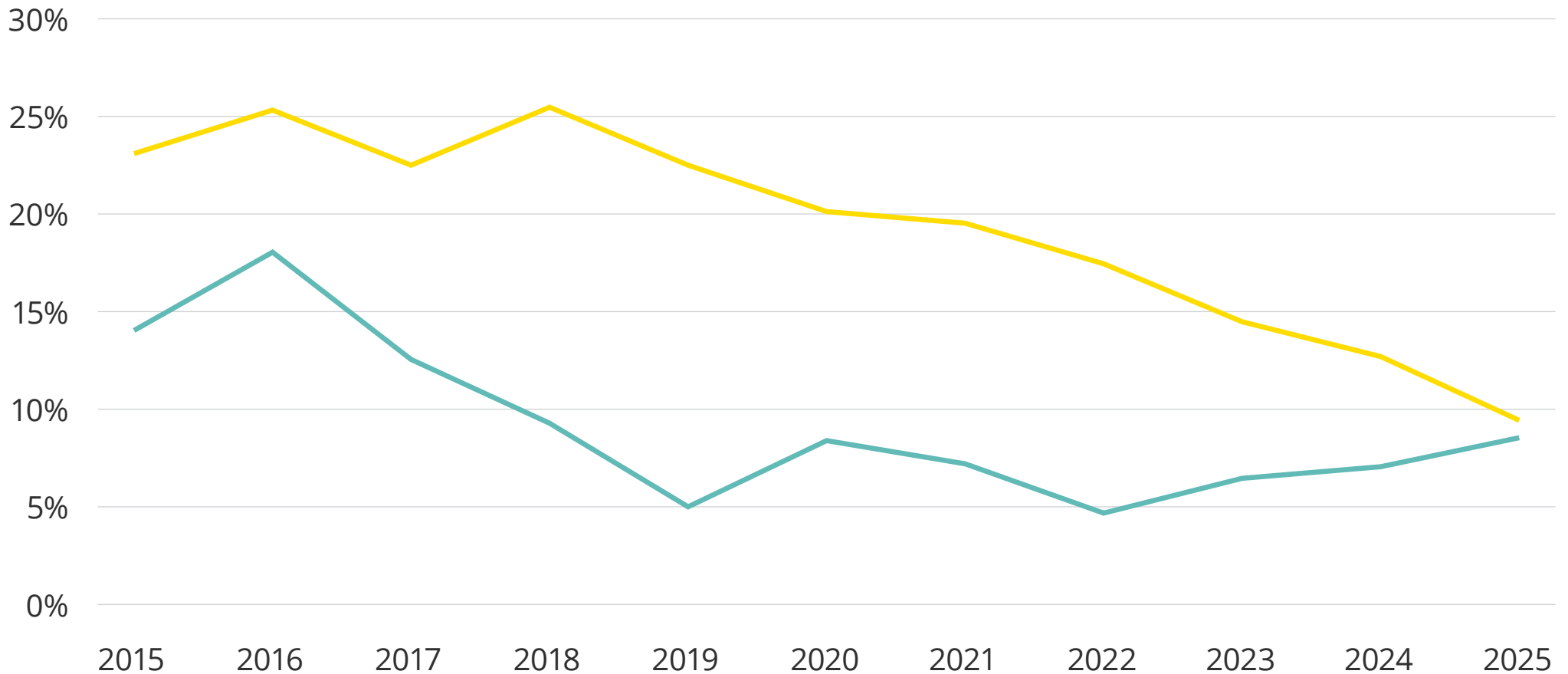
Proportion of males and females in each pay quartile



The Upper Quartile (Q4) is the highest paid grouping.

Our 2025 Data (Continued)

History of our pay gap



— Mean Pay Gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men.

— Median Pay Gap

The median pay gap is the difference between the hourly pay rate for the middle woman in the data, compared to that of the middle man.

Reducing Our Gap

What We Did in 2025

2025 was about building the foundations for fairer progression.

We focused on the things that most influence who moves forward - clarity, visibility and access.

What we put in place:

- Broader access to development via an expanded Academy
- Stronger visibility of internal talent, including high-potential women
- Increased investment in manager capability
- Policies that support retention and career continuity
- Stronger colleague networks, amplifying women's voices
- Clearer expectations through improved onboarding and performance processes

These steps haven't closed the gap yet.

But they have made it easier for people to see opportunity, develop, and progress - and they give us a stronger base to remove the remaining barriers.



Building a Great Place to Work in 2026 and Beyond

Our ambition is simple: a workplace where everyone feels they can grow, contribute and belong. A place where success isn't shaped by background or identity, but by opportunity, clarity and support.

To help us get there, we're focusing on three things:

1

Fit for the Future

We're creating clearer roles, cleaner processes and simpler systems so expectations are clear, decisions are consistent and progression is fairer.

2

Evolve our Culture

We'll continue embedding our values across hiring, onboarding, performance and leadership to strengthen belonging and trust.

3

Unlock People's Potential

We're strengthening internal pathways, supporting underrepresented talent and making development conversations regular, meaningful and accessible to all.

This work isn't about hitting targets for the sake of it. It's about building a workplace where people can see a future for themselves - and where we remove barriers that should never have been there in the first place.

UNITE STUDENTS

The Unite Group plc

1st Floor, Welcome Building

Avon Street

Bristol

BS2 0PS

+44 (0) 117 302 7000

www.unitegroup.com

www.unitestudents.com